

Town of Estes Park 2026 Strategic Plan  
Final (12/09/2025 - R0)

Vision: The Town of Estes Park will be an ever more vibrant and welcoming mountain community.

Mission: The Mission of the Town of Estes Park is to provide high-quality, reliable services for the benefit of our residents, guests, and employees, while being good stewards of public resources and our natural setting.

THERE IS NO RANK-ORDERING OR PRIORITIZATION IN THIS PLAN. ALL NUMERICAL DESIGNATIONS ARE FOR REFERENCE PURPOSES ONLY.

For the purposes of Strategic Policy Statements, "We" refers to the Town organization, led by the Town Board of Trustees.

KEY OUTCOME AREA (Alphabetical order)	STRATEGIC POLICY STATEMENTS	GOALS (MULTI-YEAR)	OBJECTIVES (ONE-YEAR)
Exceptional Community Services - Estes Park is an exceptionally vibrant, diverse, inclusive, and active mountain community in which to live, work, and play, with housing available for all segments in our community.			
	<b>1. We support a wide range of housing opportunities with a particular focus on a broad spectrum of affordable workforce housing.</b>	1.A. Incentivize private development of workforce and affordable housing.  2.A. Continue to meet the needs of the senior community in Estes Park by completing action items recommended in the 2025 Senior Needs Assessment.	1.1 - Consider an update to Section 11.4 of the Development Code, including reconsideration of appropriate definitions and density bonus amounts.  1.2 - Consider updating Town policies defining workforce or attainable housing for the purposes of Town funding.
	<b>2. We support the needs of our senior community, including housing.</b>	4.A. Continuously evaluate options for addressing the community's childcare needs. 5.A. Begin implementing the recommendations of the 2025 Parks and Open Space Master Plan. 5.B. Overhaul outdated and aging landscaping in Children's Park, Riverwalk, and Wiest Park.	1.3 - Discuss with the Housing Authority how 6E funding expenditures should be targeted in the near term, in light of the current Housing Needs Assessment, including a discussion of senior and seasonal housing. 1.4 - Work with the Housing Authority to evaluate potential for interest rate buy-down programs
	<b>3. We support the needs of families in our community.</b>	5.C. Continue to implement the 2019 Stanley Park Complex Master Plan projects at the Events Complex.	2.A.1 - Complete work on the follow-up recommendations from the Senior Needs Assessment completed in 2025. 5.A.1 - Select at least one specific recommendation from the 2045 Parks and Open Space Master Plan for budgeting and implementation in 2027.
	<b>4. We support a wide range of childcare opportunities with a particular focus on infants and toddlers.</b>	6.A. Complete a full rewrite of the Estes Park Development Code to align with the new Comprehensive Plan. 6.B. Collaborate with community stakeholders to update our adopted transportation, drainage, parking design standards, and construction policies in the Development Code.	6.A.1 - Continue rewriting the Estes Park Development Code with participation from elected/appointed officials, stakeholders, and residents. (Multi-Year Objective)
	<b>5. We expand our open space and public park infrastructure, and improve and maintain the durability, functionality, and efficiency thereof.</b>	7.A. Continue to implement the 2023 ADA Transition Plan. 7.B. Continuously implement organizational processes and services to improve the accessibility of public information in all formats, with a particular focus on the needs of individuals with disabilities and those with limited English proficiency.	10.1 - Review and update the Town's Public Art policy (Policy 880).
	<b>6. We have an up-to-date Comprehensive Plan and Development Code that reflect the will of the community.</b>	7. C. Support the relocation of the Post Office away from its current location downtown.	

	<p>7. We prioritize community accessibility for residents and guests from diverse cultures, and residents and guests with disabilities.</p> <p>8. We enact policies that support all demographic segments of the community.</p> <p>9. We value and work to preserve, share, and respect the unique history of Estes Park, and incorporate that history into our decision-making processes.</p> <p>10. We support public art and creative endeavors.</p>	<p>10.A. Monitor the fundraising progress of the Fine Arts Guild of the Rockies for the Encore Performing Ars Center, contingent on an executed agreement between the Town and the Fine Arts Guild.</p>	
Governmental Services and Internal Support - We provide high-quality support for all municipal services.			
	<p>1. We maintain a well-trained and educated Town Staff.</p> <p>2. We attract and retain high-quality staff by being an employer of choice, including offering highly competitive benefits and wages, and encouraging work-life balance.</p> <p>3. We match service levels with the resources available to deliver them.</p> <p>4. We strive to ensure that the membership of our appointed Boards and Commissions reflects the diversity of the community.</p> <p>5. We strive to gain meaningful input and participation from all community members.</p> <p>6. We prioritize and support a culture of customer service throughout the organization.</p>	<p>1.A. Update and actively work on Human Resources Strategic Plan Action Items annually.</p> <p>2.A. Complete a review of the Town employee benefit package to ensure the Town remains competitive and aligned with other municipalities.</p> <p>3.A. Ensure adequate grant writing capacity as the current grant resources shift in time allocation.</p> <p>3.B. Ensure adequate resourcing to meet the current and future preventative facilities maintenance needs for Town buildings and parcels.</p> <p>4.A. Explore options to improve the Town's ability to ensure diverse membership representation on Boards and Commissions.</p> <p>5.A. Conduct a community survey biennially in odd years to measure our performance and community preferences.</p> <p>5.B. Evaluate the inclusivity and effectiveness of Town community engagement processes.</p> <p>7.A. Implement a Town performance management system.</p> <p>7.B. Develop an organizational culture that encourages continuous process improvement.</p> <p>7.C. Digitize Town records within Laserfiche.</p> <p>10.A. Continually evaluate the functionality of our website to ensure it serves the needs of our customers.</p>	<p>1.1 - Develop and implement an emergency and safety training program for all Event and Visitor Services team employees including a tracking system for valid certifications.</p> <p>1.2 - Ensure that all employees who will use the new Enterprise Resource Planning system receive sufficient training.</p> <p>1.A.1 - Complete the organizational culture action plan objective to revise the organizational culture survey and implement survey in the 4th quarter of 2026.</p> <p>4.A.1 - Require term limits on all Town-appointed Boards.</p> <p>7.B.1 - Streamline and automate recruitment and onboarding process through new HRIS system.</p> <p>7.B.2 - Evaluate the use of Laserfiche for policy management.</p> <p>7.C.1 - Continue to digitize Community Development Planning and Zoning records.</p> <p>7.C.2 - Continue evaluation of permanent Financial records for digitization.</p> <p>10.A.1 - Explore options to improve website experience and navigation.</p>

	<p><b>7. We support a culture of continuous improvement in our internal processes and service delivery.</b></p> <p><b>8. We operate with transparency by maintaining open communication with all community members and proactively making Town information available to the public.</b></p> <p><b>9. We monitor for, and protect against, cybersecurity threats.</b></p> <p><b>10. We maintain a robust, transparent, accessible, and user-friendly public-facing website.</b></p> <p><b>11. We ensure that our facilities are well-maintained and meet the needs of Town Departments and the community.</b></p>	<p>11.A. Evaluate the service condition, safety, functionality, accessibility, and land-use restrictions of our 32 public buildings using a data-driven approach and document the outcomes in our LUCITY asset management system.</p> <p>11.B. Upgrade and maintain the quality, function, and safety of the Town's public restrooms.</p> <p>11.C. Pursue energy conservation projects that improve the efficiency of our buildings.</p> <p>11.D. Work with the Fire District to investigate and evaluate strategies to use Town-owned buildings and Town projects to demonstrate wildfire mitigation techniques for facilities.</p> <p>11.E. Plan to meet the space needs of the Facilities Division.</p>	
<b>Outstanding Guest Services - We are a preferred Colorado mountain destination providing an exceptional guest experience.</b>			
	<p><b>1. We value broad collaboration with our partners in providing outstanding guest services.</b></p> <p><b>2. We provide and support a diverse selection of high-quality events that attract guests to the Town and support our Mission.</b></p> <p><b>3. We strive to balance the impacts of visitation with the needs and quality of life of our residents.</b></p> <p><b>4. We balance data-driven decisions with community values when serving our guests and residents using up-to-date and relevant data.</b></p> <p><b>5. We contribute to an exceptional guest experience through high-quality visitor services.</b></p>	<p>2.A. Continue to develop and attract diverse events and audiences.</p> <p>2.B. Continue to support events through creativity, innovation, and technology.</p> <p>3.A. Work with public- and private-sector entities to encourage additional town destination opportunities for guests, including the Museum, particularly in case visitation limits in the National Park or elsewhere remain a factor.</p> <p>5.A. Continue to implement the Visitor Services Strategic Plan.</p> <p>5.B. Visitor Services will work with Visit Estes Park and the Rocky Mountain Conservancy on developing and implementing ways to help educate and entertain guests at the Visitor Center.</p> <p>5.C. Continue providing the Guest Services (Service Elevated) annual training for volunteers in the Visitor Center.</p>	<p>2.B.1 - Complete infrastructure improvements to the O’Connor Pavilion including better emergency communication capabilities.</p> <p>2.B.2 - Improve the horse stalls and the safety of the horses in barns A-L and W by installing stall mats.</p> <p>5.A.1 - Improve the guest experience in the Visitor Center by replacing the 18-year-old carpet.</p>

	6. We work to ensure that Estes Park is a sustainable tourism destination.		
Public Safety, Health, and Environment - Estes Park is a safe place to live, work, and visit within our extraordinary natural environment.			
	<p>1. We are committed to safeguarding the lives and property of the people we serve.</p> <p>2. We support environmental stewardship and sustainability through our policies and actions.</p> <p>3. We recognize that substance abuse in our community and schools is an ongoing issue and work with local and regional partners to improve awareness, treatment, and education.</p> <p>4. We value the importance of maintaining a local emergency communication center to serve the Estes Valley.</p> <p>5. We value the importance of maintaining the Estes Park Police Department as the law enforcement agency for the town.</p> <p>6. We value redundancy and collaboration in the provision of dispatch and law enforcement services.</p> <p>7. We strive to enhance the safety of emergency responders.</p> <p>8. We believe in and support restorative practices as a way to build and repair relationships, as well as increase understanding about the impact of crime in the Estes Park Community.</p> <p>9. We train and prepare to fully and immediately respond to community emergencies.</p>	<p>1.A. Evaluate and meet the sworn officer, dispatch, and support services staffing needs of the Police Department.</p> <p>1.B. Establish a timeline and funding strategy to implement the Facilities Master Plan recommendations. Start with the relocation of the Police Department out of Town Hall.</p> <p>1.C. Evaluate the Town's approach to all-hazard emergency management in collaboration with our local and regional partners.</p> <p>2.A. Modify codes and regulations to support alternative and distributed energy.</p> <p>2.B. Encourage alternative renewable energy options for new and established homes and businesses, including Town Buildings.</p> <p>2.C. Support beneficial electrification of buildings by encouraging the replacement of fossil-fuel appliances with cleaner electric alternatives.</p> <p>2.D. The Events and Visitor Services Department will minimize the environmental impacts of Town events.</p> <p>2.E. Support the County-wide Wasteshed Plan and will remain active partners with Larimer County in its implementation.</p> <p>2.F. Continue work with Larimer County on Climate Smart Future Ready initiative.</p> <p>2.G. Support Visit Estes Park's efforts to communicate sustainable messages to visitors.</p> <p>2.H. Encourage and support a reduction in solid waste and an increase in reuse and recycling.</p> <p>3.A. Continue to support the Regional Opioid Abatement Council and the importance of Town representation on the board.</p>	<p>1.B.1 - Ensure the completion of pre-design work, identification and securing of a suitable site, and obtaining approval of a comprehensive funding plan by December 2026, with projected completion of construction and occupancy of a new police facility by 2029. (Multi-year Objective)</p> <p>2.F.1 - Utilize County resources as available to begin work on development of a Climate Action Plan.</p>

	<p>10. We are proactive in our approach to wildfire planning and mitigation in response to elevated fire risks in the Estes Valley and the surrounding area.</p> <p>11. We recognize the importance of behavioral health in our community and work with local and regional partners to improve mental health safety, treatment, and awareness.</p>		
Robust Economy - We have a diverse, healthy, year-round economy.			
	<p>1. We foster an inclusive, robust, and sustainable economy based on a triple-bottom-line model, considering economic, social, and environmental impacts and benefits.</p> <p>2. We create and sustain a favorable business climate.</p> <p>3. We support a diverse economy, attracting and serving a broad range of current and potential stakeholders.</p> <p>4. We value the importance of a vibrant, attractive, and economically viable downtown.</p> <p>5. We support investment and revitalization in all of the Town's commercial areas.</p> <p>6. We support economic and workforce development efforts led by other organizations.</p> <p>7. We recognize the benefits of shopping locally and will actively support our local businesses and the local economy.</p>	<p>2.A. Improve and streamline the Development Review process.</p> <p>2.B. Enhance engagement with business community through thoughtful scheduling and timing.</p> <p>4.A. Continue implementation of the Downtown Plan.</p> <p>5.A. Conduct corridor studies for the corridors called out in the Comprehensive Plan.</p> <p>6.A. Work with the Economic Development and Workforce Council to build capacity for small business owners to address employee housing needs.</p>	<p>2.1 - Identify opportunities to support eclectic mix of business, including smaller "mom and pop" shops.</p> <p>2.B.1 - Evaluate expansion of Town Hall hours (7-6) through schedule changes aligning with customer and business needs.</p> <p>2.B.2 - Evaluate actions to ensure that the availability of local businesses is considered when scheduling Town meetings</p> <p>6.A.1 - Work with the Chamber and Housing Authority to assess how seasonal employees are housed in Estes Park.</p>
Town Financial Health - We will maintain a strong and sustainable financial condition, balancing expenditures with available revenues, including adequate cash reserves for future needs and unanticipated emergencies.			
	<p>1. We maintain up-to-date financial policies, tools, and controls that reflect the financial philosophy of the Board.</p> <p>2. We make data-advised financial decisions.</p>	<p>1.A. Review and update key finance policies.</p>	<p>1.A.1 - Work with Town Departments to revise the Town's Purchasing Policies by defining roles, evaluating threshold approvals, aligning with current regulatory requirements, and incorporating procurement best practices.</p> <p>1.A.2 - Work with key staff members to revise the Town's Grant Policy that creates a framework for grant applications, evaluation, approval, and reporting.</p>

	<b>3. We will consider the most effective financing strategy for large capital projects on a case-by-case basis, ensuring that each financing package is appropriately tailored to the project under consideration.</b>		
<b>Transportation - We have safe, efficient, and well-maintained multimodal transportation systems for pedestrians, cyclists, motorists, and transit riders.</b>			
	<b>1. We value the development and maintenance of a safe, sustainable, accessible, and efficient multimodal transportation network.</b>  <b>2. We will maintain a high-quality network of streets for our community.</b>  <b>3. We will address traffic congestion throughout the Town.</b>  <b>4. We effectively communicate with residents and guests about parking and transportation options.</b>  <b>5. We consider strategic, data-driven investments in technology that promote the financial and environmental sustainability of the Town's parking and transportation assets.</b>  <b>6. We identify and leverage local, regional, and national partnerships that strengthen and extend the Town's parking and transportation system.</b>  <b>7. We consider the potential impacts of technology changes, including electric and autonomous vehicles and repurposing of parking structures, in all transportation planning.</b>  <b>8. We will develop and maintain sidewalk and trail connectivity in the Estes Valley in partnership with other entities.</b>	<p>1.A. Upgrade and maintain our public trail network to comply with adopted safety and disability standards utilizing directed sales tax funding approved through 2034.</p> <p>1.B. Evaluate the possibility of adopting impact fees and fee-in-lieu mechanisms to assist in funding multimodal transportation improvements.</p> <p>1.C. Evaluate the next phases of the Wayfinding Signage program prior to further implementation.</p> <p>2.A. Street rehabilitation efforts will result in an average Pavement Condition Index of 80 or greater for the Town street network by 2034.</p> <p>3.A. Collaborate with Federal and State partners to mitigate traffic congestion with multimodal solutions throughout the Town.</p> <p>3.B. Develop funding strategies for the design, environmental clearance, and construction of the Moraine Avenue Multimodal Improvements.</p> <p>3.C. Consider implementing the recommendations in the 2030 Transit Development Plan.</p> <p>3.D. Consider implementing the recommendations in the 2045 Multimodal Transportation Plan.</p> <p>5.A. Continually evaluate implementation of the Downtown Parking Management Plan in a manner that delivers parking services as a self-sustaining program by 2030.</p> <p>6.A. Work with CDOT and other partners to evaluate additional regional transit options along US34 and US36.</p> <p>8.A. Continue to implement the priorities in the Estes Valley Master Trails Plan.</p> <p>8.B. Obtain funding to design and build a functionally connected bike and pedestrian facility network within one mile of Estes Park public schools.</p> <p>8.C. Complete the Fall River Trail using available trail expansion funds, open space funds, and grant funding.</p>	<p>1.1 - Evaluate how the municipal code treats motorized/electrified scooters, golf carts, e-bikes, and other low-speed vehicles.</p> <p>2.A.1 - Complete the reconstruction of Old Ranger Drive.</p> <p>2.A.2 - Complete the reconstruction of Old Man Mountain Lane.</p> <p>2.A.3 - Complete the reconstruction of 2nd Street and provide ADA compliant pedestrian facilities following the water main and service installation project. (2024 CARRYOVER)</p> <p>3.A.1 - Continue evaluating Downtown Estes Loop traffic flow. (Multi-year Objective)</p> <p>3.A.2 - Construct the Visitor's Center parking &amp; transit improvements if fully funded by SB267 grant funds. (2024 CARRYOVER)</p> <p>3.B.1 - Design the multiuse trail on the south side of Moraine Avenue from Davis Street to Marys Lake Road and seek construction grant funding. (Multi-year Objective)</p> <p>3.C.1 - Implement CMAQ-funded pilot programs for regional transit service, expanded transit routes, and micro-transit service.</p> <p>5.A.1 - Identify funding and construct a 3-level parking structure at the Big Horn parking lot. (Multi-year Objective)</p> <p>8.B.1 - Seek grant funding to construct the Community Drive Multi-Use Trail (east side of Community Drive between Manford Avenue and US36 and north side of Manford Ave east of Community Dr).</p> <p>8.C.1 - Construct the final segment of the Fall River Trail.</p>

Utility Infrastructure - We have reliable, efficient, and up-to-date utility infrastructure serving our community and customers.			
	<p><b>1. We provide safe, high-quality, reliable, and redundant water service.</b></p> <p><b>2. We provide safe, high-quality, reliable, and sustainable electric distribution service.</b></p> <p><b>3. We effectively and efficiently manage stormwater and are proactive in mitigating flood risks.</b></p> <p><b>4. We encourage and support renewable energy sources and storage.</b></p> <p><b>5. We provide access to high-speed, high-quality, reliable Trailblazer Broadband service.</b></p> <p><b>6. We partner with the three other owner communities to advance Platte River Power Authority towards our goal of a 100% noncarbon energy mix.</b></p>	<p>1.A. Ensure at least one water treatment plant can reliably operate year-round.</p> <p>1.B. Decrease per-capita treated water demand through loss reduction.</p> <p>1.C. Increase the resiliency of the water distribution system.</p> <p>3.A. Continue implementing the Stormwater Master Plan.</p> <p>3.B. Implement a stormwater program for Estes Park that funds the administration, operation, maintenance, and capital expansion of stormwater infrastructure over a 30 year or greater time period.</p> <p>3.C. Upgrade and maintain our stormwater collection system to reduce the risk of flooding and damage to public and private property.</p> <p>3.D. Pursue flood mitigation initiatives to reduce flood risk and increase public safety.</p> <p>3.E. Pursue grant funding for private and/ or public flood mitigation and stormwater projects.</p> <p>3.F. Explore the Community Rating System (CRS) program as a way to minimize flood insurance costs to the community.</p> <p>4.A. Increase/enhance renewable energy sources and storage by collaborating with PRPA and the other Owner Communities to support PRPA's transition plan to minimize carbon-producing energy.</p> <p>4.B. Establish planning and policy guidance to direct Town investment in zero emission fleet vehicles, equipment, and infrastructure.</p> <p>5.A. Accumulate net positive revenues and apply for grants to fund capital expansion of the fiber-optic infrastructure.</p> <p>5.B. Build an affordable internet connection program.</p> <p>6.A. Advocate for collaboration and consolidation of common modernization platforms between the three owner communities and PRPA to support financial sustainability of PRPA's carbon-to-renewable transition plan.</p>	<p>1.B.1 - Implement the enforcement process for customers who do not comply with water administrative regulations.</p> <p>3.A.1 - Replace the structurally deficient Performance Park bridge.</p> <p>3.B.1 - Complete at least one neighborhood stormwater CIP project from the list included in the Stormwater Master Plan.</p> <p>5.1 - Identify funding options for a low-cost Trailblazer program.</p> <p>5.A.1 - Complete construction of Trailblazer Broadband system for customers in the electric service area. (Multi-year Objective)</p>